

10/23/2015



JKUAT is ISO 9001:2008 & 14001:2004 certified
Setting Trends in Higher Education, Research and Innovation

MANAGER'S INDUCTION PROGRAMME

1.0 Who is a Manager?

This refers to any employee charged with responsibility of supervising others to ensure that the function of his or her team in delivering the desired objectives which must be in tandem with the achievement of the overall the Institutional Strategic Objectives. In JKUAT managers are those in the rank of Heads of Departments and above.

The Manager's Induction program is designed for managers who are new to the University or new to a leadership role within the University. The program gives managers an overview of how the University works enabling them to integrate into the University and their role more quickly and effectively. The Managers induction programme must be read along with the University Staff Handbook.

1.1 Aims of Manager's Induction program

For the new Manager to be familiar with

1. The main aspects of his/her job.
2. Key processes they will need to follow to perform their duties.
3. Relevant policies, procedures and people needed to support his/role.

1.2 The Roles and responsibilities of the Manager

1. Managing and developing teams and individuals.
2. Managing, health safety and wellbeing staff.
3. Managing performance through people.
4. Managing absence.
5. Managing change.
6. Managing value.
7. Managing budgets.
8. Any other responsibilities assigned by the management.

| MANAGERS INDUCTION PROGRAMME | | | |
|---|-------------------------------------|-----------|----------------------------------|
| | ACTIVITY | ACTION BY | MANAGERS COMMENT(Done/ Not Done) |
| (A) Human Resource Management (First Week) | | | |
| 1. | Acceptance of the appointment. | HRM | |
| 2. | JKUAT Staff handbook issued. | HRM | |
| 3. | The University Corporate management | HRM | |



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| | structure and functions of each division. | | |
| 4. | Terms and conditions of service and their role in management and implementation of the same. | HRM | |
| 5. | Performance Management | HRM | |
| 6. | University/ HR Policies | HRM | |
| 7. | Health & Safety Management | HRM | |
| 8. | Performance Contracting | DIPCA | |
| (B) Departmental Orientation (First Week) | | | |
| 12. | Introduction to the team or working group. | Immediate Supervisor | |
| 13. | Resources and their management | Immediate Supervisor | |
| 14. | Collective Responsibility | Immediate Supervisor | |
| 15. | Security of University Documents & Records. | Immediate Supervisor | |
| 16. | Inter-divisional/departmental Relations | Immediate Supervisor | |
| 17. | Delegation and Responsibility | Immediate Supervisor | |
| 18. | Management Promises read and accepted | Immediate Supervisor | |
| (C) Strategic Planning and Management – (Second Week) | | | |
| 18. | Corporate Planning | DR, University – Planning | |
| 19. | The role of a Manager in Corp. Planning | DR, University – Planning | |
| (D) ISO Matters – (Second Week) | | | |
| 20. | Introduction to ISO 9001:2015 and the managers' role. | DR, Admin – Planning | |



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| 21. | Introduction to EMS 14001: 2015 and the managers' role. | DR, Admin – Planning | |
| (E) Financial & Procurement Services and Management - (Second Week) | | | |
| 22. | Introduction to basic accounting | FO | |
| 23. | Budgeting | FO | |
| 24. | Interpretation of financial reports | FO | |
| 25. | Use accounting information to make strategic decisions. | FO | |
| 26. | Project appraisals and company valuations | FO | |
| 27. | Procurement Procedures, Regulations and Ethics | CPO | |
| (F) General Services and support (Second Week) | | | |
| 28. | Communication and Protocol (Internal and External) | Chief Corp.Com. Officer and ISO Secretariat | |
| 29. | Executive Information System | Director, ICT | |
| 30. | Oath of Office, Ethics, Integrity and University Service Values | Chief Legal Officer | |

INDUCTION FEEDBACK QUESTIONNAIRE

Induction Questionnaire (To be filled by the new employee after the end of the second week)

Section 1

Key

- 1 No
- 2 A Little
- 3 Not Sure
- 4 Well
- 5 Very Well

After completing your induction as a Manager, to what extent are you:

1. Aware of what JKUAT does? 1 2 3 4 5

2. Aware of who's who and who does what in accomplishment of your responsibility as a Manager?
 - a. Within your department? 1 2 3 4 5
 - b. Out of your department? 1 2 3 4 5

3. Know the resources and equipment's you require to perform your duties?
1 2 3 4 5

4. Still having to ask questions about the main functions of your job?
1 2 3 4 5

5. Rate your understanding of financial management and budgeting.



1 2 3 4 5

6. Rate your understanding of your role in ISO matters as a manager.

1 2 3 4 5

7. Rate your understanding your delegated human resource role.

1 2 3 4 5

8. Are you able to link your departmental objectives and strategies with the corporate ones?

1 2 3 4 5

9. Are you familiar with your work environment and understand your expected role?

1 2 3 4 5

10. Evaluate the adequacy and relevance of the program 1 2 3 4 5

Have you any suggestions for improvement to the induction programme?

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The above induction programme has been completed.

Name of the Manager.....Department..... PF.....

Signature of the ManagerDate

Witnessed by the immediate supervisor

Name.....Signature.....Date

NB. On completion, the Induction programme should be submitted to the DVC Administration by the Immediate Supervisor.



MANAGEMENT PROMISE

A: People Strategy Promises:

As a manager you will be driving the implementation of JKUAT promises to its employees.

1. Everyone will have an effective annual appraisal. You must make sure all your staff have an annual appraisal and record it.
2. Everyone will have a development plan linked to their goal and organisational goals. You will agree and review the personal development plans for team members as part of the performance appraisal process.
3. Everyone will have a fair and manageable workload. You will review individual workload and priorities during regular one to one discussions with staff.
4. Everyone will have regular time with their manager focused on their performance. You will have one to one meetings with individual staff to monitor progress to support and improve performance.
5. We will help each other and act early when someone needs extra help and support. You will provide necessary support to your team members as required.
6. Promise: Every team to have regular team meetings / discussions. You will hold meetings with team members at least once a month.
7. Everyone will have the right equipment and training to enable them to do their job. You will check that staff have the right equipment and are trained on how to use it.
8. Everyone will have the equivalent of 36 hours a year training & development. You will support staff to identify and take up relevant development opportunities.
9. Every manager will undertake the people management development modules
10. Everyone will receive coaching training You will use and promote coaching in your day to day activities.
11. Everyone will be trained to a minimum level of IT competency You will assess staff needs to develop IT skills necessary for their role.
12. We will maximise smarter working You will integrate new ways of using work behaviours, technology and spaces.

(B) Making a difference in behaviour:

These behaviours underpin effective performance as a manager.

1. Lead by example. You model behaviour that shows respect, helpfulness and co-operation. You work to develop an atmosphere of professionalism and mutual support.



2. Think ahead. You work towards a clearly defined vision of the future. You take opportunities when they arise to achieve longer-term aims.
3. Get things done. You prioritise objectives and plan work to make best use of time and resources. You take and implement difficult and/or unpopular decisions, if necessary.
4. Respect everyone I deal with in the course of my work. You treat individuals with respect and act to uphold their rights. You show a clear understanding of different customers and their needs.
5. Work together. You consider the impact of your own actions on others. You clearly agree what is expected of others and hold them to account.
6. Act fairly and inclusively. You show integrity, fairness and consistency in decision-making. You ensure that your behaviour, words and actions and those of people working for your support a commitment to equality of opportunity, diversity and inclusion.
7. Behaviour: Develop others. You make time available to support others by encouraging and support them to make best use of their abilities. You give feedback to others to help them develop their performance.
8. Develop yourself. You display a curiosity to learn and try out new things. You agree challenging but achievable objectives for yourself and give a consistent and reliable performance.

I confirm that I understood the expectations of this promise and undertake to meet them.

Signed by the Manager.....Date

Signed by Immediate Supervisor..... Date

